



Turning Stress Into Success

Office of Complaint Investigations
Joanne Harty



Stages of Conflict & Cost



\$2,200



\$6,200.00



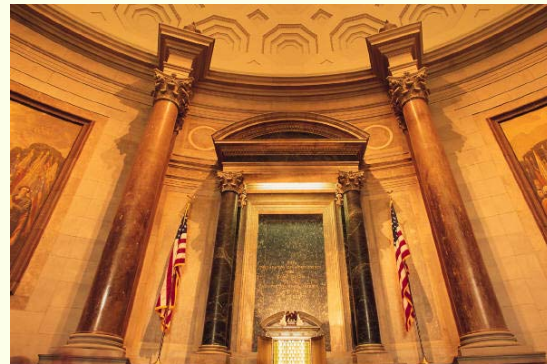
\$98,000.00



\$130,000.00



\$201,000.00



\$310,000.00



Pre-Complaint & Counseling



\$ 400.00



Pre-Complaint & Counseling



\$ 800.00



Pre-Complaint & Counseling



\$1,225.00



Pre-Complaint & Counseling



\$1,456.00



Pre-Complaint & Counseling



\$1,654.00



Pre-Complaint & Counseling



\$1,878.00



Pre-Complaint & Counseling



\$1,968.00



Pre-Complaint & Counseling



\$2,200.00



Formal Complaint & Investigation

Counseling



\$2,200.00



\$2,987.00



Formal Complaint & Investigation

Counseling



\$2,200.00



\$3,583.00



Formal Complaint & Investigation

Counseling



\$2,200.00



\$3,995.00



Formal Complaint & Investigation

Counseling



\$2,200.00



\$4,458.00



Formal Complaint & Investigation

Counseling



\$2,200.00



\$4,927.00



Formal Complaint & Investigation

Counseling



\$2,200.00



\$5,559.00



Formal Complaint & Investigation

Counseling



\$2,200.00



\$5,917.00



Formal Complaint & Investigation

Counseling



\$2,200.00



\$6,200.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$ 9,651.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$12,651.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$18,228.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$25,357.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$32,601.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$45,987.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$59,114.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$68,851.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$76,628.00



Final Agency Decision

Counseling



\$2,200.00

Investigation



\$6,200.00



\$98,000.00



EEOC Hearing

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00



\$103,098.00



EEOC Hearing

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00



\$107,123.00



EEOC Hearing

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00



\$110,238.00



EEOC Hearing

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00



\$113,565.00



EEOC Hearing

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00



\$117,774.00



EEOC Hearing

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00



\$123,114.00



EEOC Hearing

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00



\$127,065.00



EEOC Hearing

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00



\$130,000.00



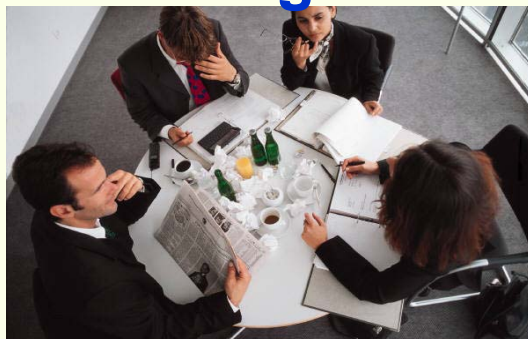
Appeal

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$135,662.00



Appeal

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$142,635.00



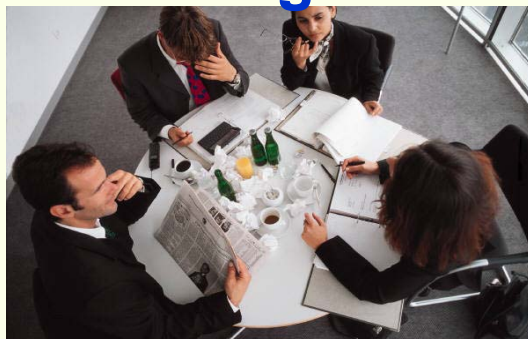
Appeal

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$158,552.00



Appeal

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$161,554.00



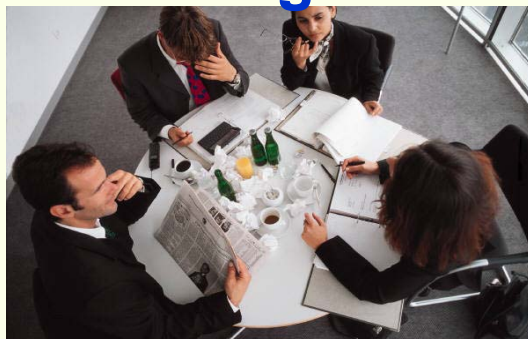
Appeal

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00

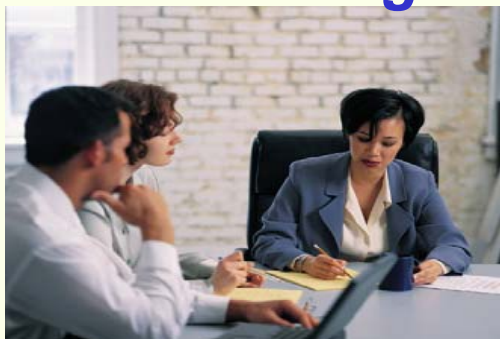


\$178,951.00



Appeal

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$185,112.00



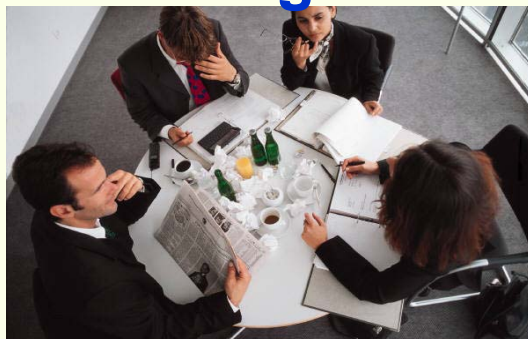
Appeal

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00

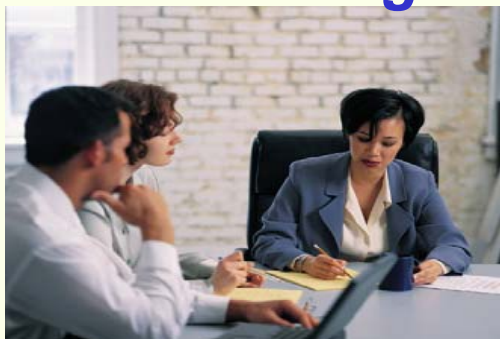


\$195,456.00



Appeal

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$201,000.00



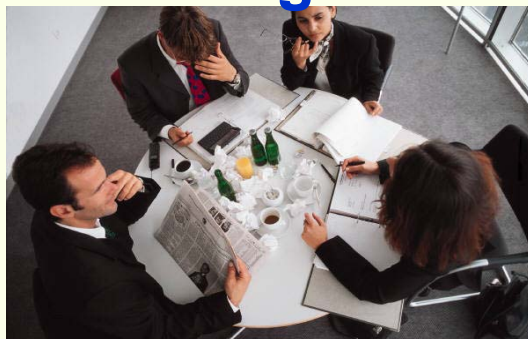
Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$209,789.00

Appeal



\$201,000.00



Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$219,335.00

Appeal



\$201,000.00



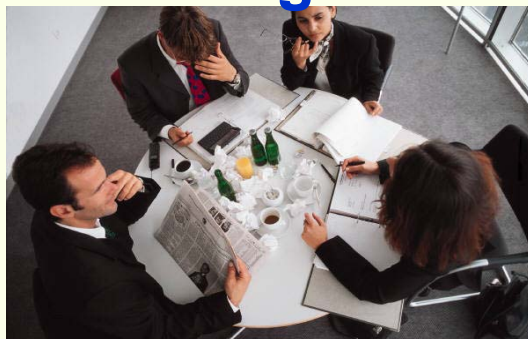
Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$225,654.00

Appeal



\$201,000.00



Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$238,388.00

Appeal



\$201,000.00



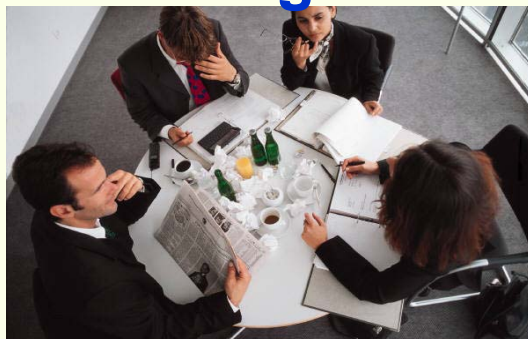
Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$247,789.00

Appeal



\$201,000.00



Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$255,321.00

Appeal



\$201,000.00



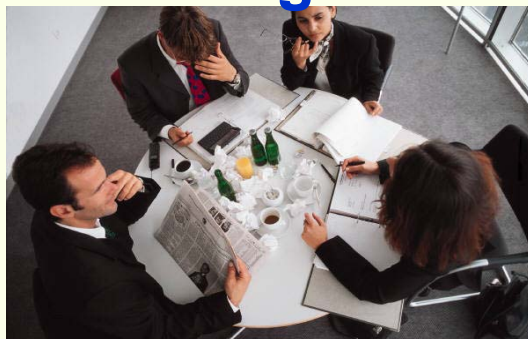
Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$269,772.00

Appeal



\$201,000.00



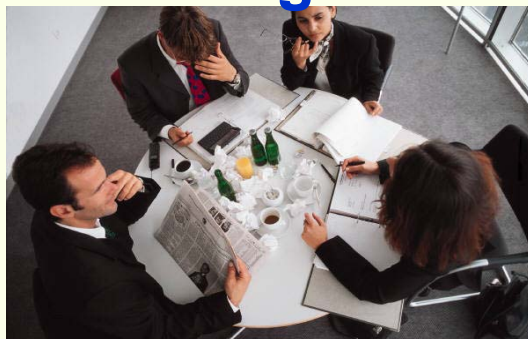
Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$287,113.00

Appeal



\$201,000.00



Litigation

Counseling



\$2,200.00

Investigation



\$6,200.00

FAD



\$98,000.00

EEOC



\$130,000.00



\$310,000.00

Appeal



\$201,000.00



Stages of Conflict & Cost



\$2,200



\$6,200.00



\$98,000.00



\$130,000.00



\$201,000.00



\$310,000.00



Causes of Conflict

- **Miscommunication**
- **Different Opinions of Fact**
- **Failure to Listen**
- **Dispute Avoidance**
- **Failure to Acknowledge Employee's Value**
- **Failure to Recognize Employee's Interests**
- **Failure to Consider Other's Perspective**



“Hidden” Costs of Conflict

- **Frustration**
- **Disappointment**
- **Souring of Relationships**
- **Loss of Creativity**
- **Loss of Productivity**
- **Absenteeism**
- **Employee Turnover**



Conflict Management Interventions

- **Get Facts Out Early**
- **Dig Beneath the Words and Attitude**
- **Communicate Openly and Honestly**
- **Emphasize Dignity, Respect, and Value**
- **Disagree Without Being Disagreeable**
- **Set the Example**
- **Be Clear on Expectations**
- **Provide Safe Environment**



Advantages of Mediation

- **Promotes Harmony in Workplace**
- **Builds Trust, Cooperation, and Understanding**
- **Provides Sensible Outcome to Root Problems**
- **Avoids Third-Party Imposed Solutions**
- **Resolves Disputes at Early Stage**
- **Provides Privacy**
- **Follows Executive Branch Policy**
- **Saves Time and Money**



Advantages of Mediation



Case Scenarios

- **What is the Problem?**
- **Where Could This Have Been Resolved?**
- **How Could This Have Been Resolved?**
- **Who Could Have Resolved?**



Questions